CHAPTER V

MAJOR FINDINGS AND DISCUSSION
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The study has attempted to systematically understand the level of Organisational role stress, quality of work life and job satisfaction among women executives in Information technology, Information technology enabled services, manufacturing and service sectors in and around Chennai region. Further the study has attempted to find out the factors that are prominent in causing stress, consequences of stress, individual and Organisational efforts to deal with stress. The study has further focused on quality of work life, job satisfaction and the interrelationship between all the above mentioned three variables, in the sectors included in the study.

The preceding chapter has examined the impact of demographic characteristics on the variables under study. This chapter highlights the major findings of the study in the context of hypotheses and enumerates the possible reasons. References to research studies and reports support the validity of the researcher’s findings.

5.1 Basic Characteristics of the Respondents

The present study has covered 450 women executives among whom, the majority (74 percent) belonged to the age group between 20 years to 32 years and a minority (7.1 percent) are in the age group of 45 to 57 years. These age groups are vital in the study as they represent the various career stages in the life cycle of women. As evident in many studies, the women in senior positions are very less and hence though a large majority enter the work force, very few are only able to work till retirement. The study results further confirms this fact that 40.9 percent are junior women executives and 38.4 percent are middle level executives. Senior executives constituted 20.7 percent of the samples. The reason for less women in senior management posts can be attributed to lack of support from family, lack of
empathy at home, difficulty for men to accept women bosses, and the typical Indian patriarchal mindset that women need to be led and men should not be led by them (Naqvi Farah 2011).

Out of 450 samples, 33.6 percent of samples are from Information Technology sector, 30 percent from the Service sector, 20.9 percent from Manufacturing Sector, and the remaining 15.6 percent from Information Technology enabled services. Majority of the respondents represent IT sector followed by Service sector. These sectors are considered to be women friendly with flexibility in work options and employee assistance programs. The IT, ITES and service sectors are attracting a large number of women employees with better pay, flexible work schedule and transport facilities. These sectors prefer women as women are considered to be suitable for service oriented jobs.

The present study has 84 percent of respondents with less than 9 years of experience, 12.7 percent had 10-18 years of experience and 3.3 percent had more than 18 years of experience. Married women constituted 62.9 percent of the sampled population whereas 32 percent had not yet entered into wedlock. Divorcees constituted 1.3 percent and 3.8 percent were widows.

The number of children in the family is a significant factor in the study as in India, child rearing and caring is considered to be the sole responsibility of the women due to the existence of deep rooted belief in patriarchal ideology. One child norm was followed by 31.6 percent of the respondents whereas 19.3 percent had two children, and 3.1 percent had three children. 14 percent have reported that they are yet to have children. Majority of the women executives (65.6 percent) have hailed from nuclear families consisting of husband, wife and their children as a compact unit, whereas 34.4 percent belongs to joint families. It is found in the study that the followers of Hindu religion were 72 percent; Christians were 18 percent and Islamic women constituted 10 percent of the samples. Religion is a significant socializing agent in shaping the individuals social life.
Considering the work profile of the respondents, it was found in the study that 50.7 percent of the respondents were earning Rs.3 lakhs per annum; 35.3 percent drew an annual income between Rs.3 lakhs to Rs.6 lakhs, while women earning more than Rs.6 lakhs per year constituted only 14 percent of the sample. Further, the study consisted of women respondents (72 percent) who had their work timing during the day schedule whereas, 16.7 percent of them worked in night shifts. Around 10.9 percent of the women executives had “rotating shifts” which refers to alternative day and night shifts on a weekly or monthly basis.

Women in multiple role sets experience stress partly because of the change in her profile and demands of the work and home and partly because the significant others around her do not change their role expectations on her considering the change in her profile. These conflicting expectations generate stress in her which is reflected in her relationships in the organization, home and society as well.

5.2 Dimensions of Organisational Role stress

Pareek’s ORS Scale(1982) consist of ten role stressors i.e, Inter role distance, role stagnation, personal Inadequacy, self role distance, role erosion, resource inadequacy, role overload, role ambiguity, role expectation conflict and role isolation. It is evident from the study that all the stressors give rise to “Moderate” level of stress among the women executives who work in different sectors. The mean Organisational role stress score is found to be 1.47 which shows that the stress level is moderate. The data indicates that Role Isolation (1.76) is the major stressor among women executives, followed by personal Inadequacy (1.69) and Role Ambiguity (1.65). Role expectation conflict is the least stress creator among women across sectors.

Role isolation indicates the psychological distance between the occupant’s role and other roles in the same role set. Role expectation conflict is the least stress creator among women across sectors. REC refers to conflicting demands and expectations from different role senders. In the modern workplace, the incidence
of Role expectation conflict is less which means that the role senders are clear about their expectations. The incidence of personal Inadequacy can be explained in terms of today’s fast paced technological advancement requiring employees to be up to date always and be on the move. Younger workforce may find it easier but as they grow older, they may not be able to keep the space. Be it in IT, ITES, manufacturing or service jobs, executives need to be updated with technology. Incompetency or inability to develop skills inspite of training in the related area leads to this feeling of inadequacy.

5.3 Inferences from the findings on Organisational role stressors

The researcher has applied bi-variate correlation to examine the degree of relationship between the ten role stressors. The result of Correlation matrix depicted that there exist high correlations among the role stressors. The high correlations among the ten role stressors indicate that all the stressors are interrelated. The Role expectation conflict (REC) is very strongly correlated to Personal Inadequacy (0.812), and Role erosion (0.779). Thus role expectation conflict is associated with personal inadequacy and role erosion. This holds true as REC refers to conflicting demands from different role senders. Feeling about responsibility without power (Role erosion) evicts a feeling of inadequacy in the people. A relatively weak correlation was observed between Inter role distance and Role ambiguity (0.684) and role stagnation (0.696). It is established that a linear relationship exists between the ten role stressors. When one stressor is active, it triggers other stressors also. When the employee finds herself inadequate to perform the expectations of her role, she may experience role expectation conflict which leaves her unable to understand the expectations of her peers, boss, management etc. This leads to role erosion which refers to the feeling that the functions of her role are being transferred to others. In the fast paced technological era, if an individual ignores to develop her ability and fails to understand what she is expected to do, she suffers from role erosion. There exists significant difference on age, designation, educational qualification, experience, and sector and the total organizational role stress experienced by the women executives.
Age of the employees make significant difference on the above mentioned organizational role stressors. The highest mean rank of 259.75 falls in the age group of 33-44 years showing that this age group experiences more Inter role distance than others. This period is the mid-life stage of career establishment. Role isolation, Personal inadequacy, Resource Inadequacy, Role overload was found in the age group 33-44 years which signifies the mid career stage of the employees life. Designation has a significant difference in the organizational role stressors experienced by women respondents. The highest mean of 81.7097 among the senior level executives show that they experience more role stress than other levels of executives.

Sector is significant in the experience of stressors like role stagnation, role expectation conflict, role erosion, role overload, role isolation, personal inadequacy, self role distance and role ambiguity. It can be concluded that the organizational role stressors mentioned above are highest in the service sector and less pronounced in the manufacturing sector compared to IT and ITES sectors. The arduous nature of physical work involved in the service Industry entailing long standing hours, or sitting for long hours glued to the computer monitor can be attributed to this situation.

When there is a conflict between the multiple roles that she performs, Inter role distance (IRD) emerges. It is found to be higher among the executives with 10-18 years of experience with a mean value of 8.22. This is the mid-career stage which is the establishment phase for the executives.

Role Isolation indicates the psychological distance between the person’s role and other roles in the same role set. It indicates the absence of strong linkages of one’s roles with that of other roles. It is different from Inter role distance which refers to the distance among the various roles occupied by the same individual. When a person feels isolated, her linkages with colleagues are affected. This is significant in all the sectors under study as the repetitive nature of the work may make it monotonous, and the individual may feel isolated. Lack of interpersonal relationships also add to the situation. The mean value for Role isolation is highest
(9.92) among the executives with 10-18 years of experience. Resource Inadequacy refers to the lack of sufficient resources to complete the task. This is noted to be the highest (9.38) among the executives with 10 -18 years of experience. This arises because the employees may feel themselves unable to devote time in updating their skills according to the market demand.

As far as the personal profile of the respondents are concerned, statistically significant differences have been reported in the case of all the ten role stressors. With regard to marital status, Inter role distance, role stagnation, role expectation conflict, role erosion, role overload, role isolation, role ambiguity, self role distance, personal inadequacy and resource inadequacy are higher among divorced women. Divorcees have shown more role expectation conflict than widows, married women and single women. This is natural as divorcees, widows and married women have to respond to quite a large number of ‘significant others’ in the family, organization and society. Due to their divorced status, such women tend to work harder to meet the expectations of significant others around them to overcome the trauma of their divorced status. Some women do not like the sympathy of the society and they tend to work hard to meet the expectations of people around her, resulting in role expectation conflict. Married women face more role related stress than single women.

Statistically significant differences have been noted between number of children and organizational role stress. It was found that when the number of children is more, experience of role ambiguity, role stagnation, personal inadequacy, self role distance, inter role distance of the women executives was also found to be more. A few hypothesized assumptions were tested. The hypothesis that there is no relationship between the demographic variables and total Organizational role stress of the employees was tested. It was found that the demographic variables like age, income, designation, type of family, education, experience, work schedule, marital status, number of children, and sector was tested against total organizational role stress scale. In all of them, there was significant relationship between total organizational stress and demographic variables, except in the case of work schedule and Income where the p Value was above 0.05 indicating they do not have
significant difference among each other. i.e, ORS has no difference among people working in different shifts and Stress does not vary depending on Income. The results proved that there is significant relationship between majority of the demographic variables and total organizational role stress of the women executives.

The changing social expectations, attitude of the society towards working women, workplace issues, conflicts at the work-family interface all seem to have a significant effect on determining the stress level of the women executives.

The hypothesized association between organizational role Stress and religious affiliation of the respondents was tested and it was found that the religious affiliation of the respondents makes a significant difference on the role stress experienced by women executives across sectors under study. When assessed based on the highest mean it was found that Muslims have high mean scores for role expectation conflict, role erosion and resource inadequacy. The respondents belonging to Christianity had highest mean value in the case of personal inadequacy, self role distance, role ambiguity and resource inadequacy. It is evident that Muslims and Christians suffer from some of the role stressors than the respondents belonging to Hindu religion. For Inter role distance and role stagnation, there is no significant difference on Organisational role stress based on their religion. Shahbaz Wahab (2013), in his paper on ‘Role Ambiguity and Employees Organization Based Self Esteem: Moderating Effect of Workplace Spirituality’ has related religion to factors associated with workplace spirituality. It is considered as a method to develop the trust between the employers and employees. It was found that if spirituality is high, the negative relationship between role ambiguity and organization based self esteem will be weakened. Adam, D. W., & Csiernik, R. (2008) stated that spiritually oriented employees would consider their organizations as being favorable for them. Workplace spirituality was found to help decrease the perception of workplace stressors and thus contributes to a sense of wellness. Thus religion and spirituality which is inculcated in the mind of individuals through socialization would prepare the individuals to find solace in the ultimate being when they are disturbed. Current study also shows that religious affiliation of the respondents makes a significant
difference on the role stress experienced by women executives. The religious practices bring people together and may help them to manage stress.

The hypothesized analysis of the significant difference by designation and the Organizational role stress of employees revealed that designation has a significant difference in the organizational role stressors experienced by women respondents. The highest mean of 81.7097 among the senior level executives show that they experience more role stress than other levels of executives. This may be due to the increasing responsibilities with the advancement in career stages.

The hypothesized assumption that there is no significant difference between the marital status and the Organizational role stress of employees was tested and found that marital status of the respondents report a statistically significant difference between the married, unmarried, widow and divorcee groups of women. Statistically significant differences have been reported in the case of all the ten role stressors. Married women face more role related stress than single women. Divorcees face more role related stress due to their social standing. The divorcees exhibit more stress in all the ten role stressors compared to married and single women.

5.4 Consequences of Organisational role stress

Stress gives rise alarm reaction in the body. Coping with stress is one of the most challenging task in the present society. The present study proved that the most frequent symptom of stress like fatigue is prominent among ITES (40%) and IT (37.1%) employees. It is alarming to note that 49.7% of the women did suffer from low back pain in IT Sector and Service (33.3 percent) Sector. This is attributed to the long hours of work in front of the computer and long hours of standing in the Service sector especially in retail sector. Ergonomics plays a vital role in reducing such symptoms of stress. Rapid swings in mood (23.4%) account for the prominent symptom of stress in the manufacturing sector. Excessive heat, noise, smell depending on the nature of products to be manufactured also triggers mood swings. In Service sector, 40% of the employees experienced rapid mood swings which
could be attributed to the constant interaction with diverse customers. Sleep disorders/ day dreaming were found in 39.1% of women in IT Sector and 36.4% of them had eating disorders like over eating/ loss of appetite.

Tension Headaches or Migraine (17%) experienced by employees from the Manufacturing Sector could be attributed to the noise generated due to the continuous working of heavy machines and that in the Service sector (31.1%) can be due to long hours of strenuous physical movements. Suicidal tendency was prevalent among 18.5% of the women in Service sector whereas 31.1% of the IT employees were prone to life style diseases like diabetes and blood Pressure. Repetitive Strain Injury (RSI) and Carpel Tunnel Syndrome are bye products of long hours of computer related work. Williams and Kurina (2002) have cited about the theories of role strain which elaborate on the impact of women’s multiple roles leading to role overload or role conflict thereby increasing their level of stress resulting in poor health. An exploration into the impact of sector on the physical consequences of stress experienced by women executives confirmed that physical consequences like headache and body pain are influenced by the sector in which they work. Williams and Kurina (2002) have also mentioned that women’s psychological distress in midlife is strongly attributed to the challenges of balancing roles of parent, worker and caregiver to an aging parent.

Statistically significant difference was observed on the emotional consequences of stress like mood swings, depression, worry etc experienced by women executives and the sector in which they are working. The highest mean rank (263.62) of IT sector shows that emotional consequences are more pronounced in the IT sector due to the pressure to meet deadlines, long hours of work devoid of physical movement and the like. Though these sectors employ large number of women and have lot of women friendly policies, it is a fact that they face significant amount of stress. Organisational citizenship behavior should be augmented by fostering cohesiveness in the employees through employee assistance and employee engagement programs.
5.5 Measures adopted by individuals and organizations to manage organizational role stress

As stress is a significant part of everyday life, individuals develop their own ways of managing it. The study findings indicated the ways by which the women employees keep their work organized to escape from the shackles of stress. The women in the manufacturing sector (94.7%) prepare a list of activities to be accomplished on a daily basis and take steps to achieve them. Around 94.3% of the employees in the ITES Sector also rely in this method while 88.6% of them resort to a colleague for help to manage stressful tides as well as complete the challenging task at the most alert time of the day. 90% of them prioritize their work schedules as per urgency. The Service sector women employees largely (88.1%) prioritize their work and 86.7% of them depend on the technique of doing difficult jobs at the productive time of the day. 78.4% of the employees maintain good interpersonal relationship at the workplace. They seek the help of their colleague to come out of crisis.

As far as the organization is concerned, there are certain practices that organizations adopt to keep employees stress free. The employees from the manufacturing sector (88.3%) expected regular appraisals and feedback from mentors and suitable appreciation/ Pat on the back (85.1%) from time to time. Those from the IT (84.8%), ITES (88.6%) also shared similar expectations. The Service sector employees (86.7) expected suitable appreciation for the work done. The option of compressed work week wherein one can accumulate extra hours of work done to take leave during exigencies was expected from 82.9 % of employees in the ITES Sector. The need for stress reduction workshops was put forth by manufacturing sector (83%) employees whereas 87.1% of the employees from ITES sector expected the organization to provide Employee Assistance programmes.

Employee assistance programmes, employee wellness programmes and employee empowerment are the buzz words in the modern work place to manage stress. Though the IT & ITES sector has it, the manufacturing and service sector are not exposed to the benefits of Employee assistance programmes. The lesser
population of working women in the manufacturing sector and the attrition rate in the retail sector could be attributed to the less prevalence of employee assistance programmes in the sector. Stereotypes on accessing the counselors services also prevent women from taking it up. Counseling extended to the spouses of women executives, who are victims of drug use can also go a long way in enhancing the quality of life of the employees.

5.6 Factors affecting Quality of work life of the women executives

In the present study, the responses of the women executives show that 61.6 percent of the respondents are enjoying high level of quality of work life and 36.2 percent of the respondents are enjoying medium level of quality of work life. Low level of quality of work life is reported by only 2.2 percent of the respondents. It is clear that majority of the respondents are enjoying high level of quality of work life. This is a good indicator that the companies are recognizing the need to maintain a good quality of work life for its employees. Since the level of QWL is reported to be good, it is necessary to know the major factors that are considered to be significant in contributing to the perceived quality of work life of the respondents. So the factors considered to be significant in determining the quality of work life of the employees in the respective sectors were analysed.

Factors contributing to quality of work life includes work related aspects like wages, hours of working, career prospects and human relations. In the present study, while adequate and fair compensation was enlisted by the manufacturing employees (88.3%), Job security was chosen by 70.2% of the IT sector employees. Effective redressal of the grievances of the employees was considered by an important factor by 90% of the ITES Sector employees whereas 84.4% of the service sector employees felt good communication is an important factor in ensuring quality of work life. Family support was considered crucial by 85.7% of the ITES employees and by 79.8% of the manufacturing sector employees. It should be noted that the factors indicated by the employees correspond to the nature of the sector in which they work.
The study coincides with the findings of Gani and Ahmad (1995) that adequate and fair compensation, peace of mind and fair career advancement opportunities enable the employees to adopt the behavioral patterns that are suitable to organizational growth and stability. In the Indian context, physical working environment and social relationships in the organizations are significant determinants of Quality of work life.

The hypothesized assumption whether any significant relationship exists between Quality of work life and designation of the employees was tested and found that there is significant difference on the quality of work life of the women executives based on their designation. The highest mean rank of 250.55 depicts that middle level executives experience better quality of work life than the junior and senior executives. Designation of the women executives do have an influence on the quality of work life experienced by them. As they grow in their career, their needs and priorities change and hence the factor contributing to QWL at that career level also changes accordingly.

5.7 Inferences from the findings on Job Satisfaction of the women executives

A highly satisfied employee upholds the organizational culture and enhances company’s productivity and esteem. Satisfaction index of employees in an Organization is a measure used to take progressive steps in building up the future. Historically it was assumed that high job satisfaction is associated with high productivity. Most of the human resource development efforts as well as organization interventions focus on improving the morale and job satisfaction of the employees. Measurement of Job satisfaction is a tool to assess the morale and well being of the employees and is a predictor of work behaviours like organizational citizenship, attrition rate, absenteeism, motivation level, stress levels and turnover rate.

Out of the total 450 respondents, 335 respondents (74.44 percent) have reported high level of job satisfaction. Moderate level of job satisfaction was
reported by 103 respondents (2.89 percent), followed by 12 respondents (2.6 percent) who have indicated low level of job satisfaction. It can be concluded that majority of the respondents of the study are highly satisfied with their job.

A detailed examination based on sector shows that majority of the respondents (78.14 percent) from the IT sector and majority of them from the ITES sector(64.28 percent) and majority (79.79 percent) from the manufacturing sector were found to be highly satisfied with their job. So it can be concluded that the majority of the respondents who are covered in the study are highly satisfied with their job.

A valid factor to be noted in the realm of manufacturing sector is that nobody has indicated low level of satisfaction with respect to their jobs. This is a relevant finding because in the manufacturing sector though the number of women executives is less, they are reasonably satisfied with their job. The welfare facilities provided in the manufacturing sector, transport facilities, regular work schedule for women and social prestige associated with the companies seem to be contributing to the job satisfaction among the employees in the manufacturing sector.

On assessing the impact of demographic variables on job satisfaction, the following findings were found to be relevant.

In the present study, age of the women executives was not found to have an influence on the job satisfaction experienced by them. Significant difference on the level of job satisfaction was experienced by junior, middle and senior levels of women executives in the IT Sector. Eapen Mary & Annamalai Sumathi (2014) also had found that no association was found between age and job satisfaction level.

Number of children of the women executives does have an influence on the job satisfaction experienced by them as pointed out by the study. The highest mean rank of respondents who are yet to have children (251.67) shows that they had more job satisfaction than other respondents who had children. Having children may be considered to be a hindrance due to increased responsibilities, in deriving
satisfaction from job. This view is further strengthened by the mean rank of those respondents with single status indicated as ‘Not Applicable’. Their satisfaction level is better than those respondents who have children.

The hypothesized assumption whether any significant difference exists between job satisfaction of the employees and the sector in which they are working was tested. The findings show that there is significant difference in the Job satisfaction of the employees with reference to the sector in which they are working. Further, the mean rank in the above table also indicates that ITES Sector has the highest Job satisfaction (241.86) followed by the Manufacturing Sector (240.15) and IT Sector (234.29). It can be seen that job satisfaction is the lowest in the Service sector (196.99). The existence of employee engagement activities contribute in developing ‘we’ feeling among the employees and satisfy their need for socializing. These activities are more pronounced in the IT, ITES and manufacturing sectors. In the service sector, the human resource managers told that though employee engagement and team building activities do exist, the time available for practicing it is limited and due to high level of attrition among women, the activities do not yield significant impact.

Further, the correlation between Quality of Work life and job satisfaction was explored and a linear relationship was found between factors affecting Quality of work life and level of job satisfaction of women executives. A positive correlation was found between these variables. When the factors affecting quality of work life of the women executives is good, their level of job satisfaction is also good. There is similarity in the factors that define both the concepts like pay, relationship among the colleagues and the like. Hence if the QWL is good, their satisfaction towards job also is good.

Indian society is deep rooted in patriarchal ideology and socio cultural constructs. Women are socialized with the patriarchal ideology from childhood. So the assumption that there is no significant difference in the type of family and the job satisfaction of the employees was tested. The findings indicated that there is significance in the relationship between type of family and Job Satisfaction. The
highest mean rank of 236.94 shows that those in nuclear family are more satisfied with their jobs than those living in joint families. Nuclear families seem to be better equipped in dealing with the challenges in work and life situations.

5.8 Inferences from the findings on the barriers for career enhancement of women executives

The impact of role stress and the invisible barrier that act as a hurdle in her career are also the subject matter of study so that she can be helped to manage the same. Women in India have passed through different stages of ups and downs in their personal life as well as professional life. Being significant in the work force of a country like India, she has a pertinent role in nation building as well. As a mother she gives birth to future human resources, good citizens and as an employee she brings value to her work table. Along with the multitude of the roles that she performs, she is capable to manage it as she is socialized with the feeling that invariably she is the sole responsible person at family as well as at the work place. The rural urban divide as far as development of women is concerned, has narrowed down significantly with access to health care facilities, education, employment, governmental support, and attitudinal changes towards gender stereotypes. There are women who still face problems of female infanticide, unfavorable attitude towards girl child, dowry deaths, suicide, rape, abandonment, discrimination at the work place etc. Awareness and education has brought about some changes in the mindset of a large number of parents which is evident in the enrollment of girls in higher education, girls passing out with flying colors in competitive exams, raising challenge to their male counterparts in the employment market.

In the current study, stereotypes on the perceptions of roles and responsibilities of women, commitment to family responsibilities, exclusion of women from social circles and informal networks, post marriage and child birth, lack of line experience for women in manufacturing sectors, lack of supportive mentors, lack of gender sensitive policies and effective work life balance practices were analysed to assess the extent at which they pose challenge to women in their career advancement. The women were unanimous in indicating that commitment to
family responsibilities was the most important barrier for them in all sectors. Gender stereotypes also hampered the progress of those in the IT sector.

5.9 Measures adopted to alleviate organizational role stress and improve quality of work life and job satisfaction of women employees.

In the Indian patriarchal society, many women are still toiling hard to manage their home and workplace. Her work involves physical work at home and mental work at the workplace. To balance both, she needs tremendous mental and physical stamina. In today’s organizations, the major ‘bug’ that undermines one's physical and mental stamina is ‘Stress’. When stress is associated with the ‘roles’ that she performs, it becomes even more feminine as she has a number of roles to perform, moment after moment. Based on the natural and heredity endowment, women need ‘support’ to perform her roles effectively. She might be physically ‘weak’ compared to her male counterparts but is mentally, several times stronger than men.

Frequent stress audits, regular training programmes on yoga, meditation, how to delegate work etc can educate the women executives on how to manage stress. Role enrichment, clear job descriptions, clarity in role description etc can go a long way in equipping the individuals to deal with stress.

The present study encompasses the challenges that women executives face at the organization -family interface as a number of role stressors have its roots in the familial roles as well. But at home, she may be able to delegate some of her tasks to the significant family members, but at the competitive work place, she has to face the challenges all alone. That justifies the choice of organizational role stress as a major variable under study. Her unhappiness in one phase leaves ripples in other phases as well. Her dimensions of quality of work life and satisfaction associated with job are also diagnosed to understand the current status of women executives on the above variables so that customized strategies can be devised.
The researcher has reviewed a number of studies and theoretical inputs available on the study domain. The contributions of veterans in the field of stress research like Cannon (1932), Selye (1936), Kahn, et al. (1964), Pareek Udai (1983), P斯顿jee (1999), Srivastav.A.K (2009), Williams &Kurina (2002) and Aziz. M (2004) are remarkable. The researcher did draw inspiration from the various angles in which they approached the issue of role stress and suggested ways to manage it. The fact that role stress still exists in any professional domain bears testimony to the fact that stress is an all pervading phenomena, which cannot be evaded, but needs to be managed.

The theoretical backdrop on quality of work life was derived from researchers like Walton. R.E (1973), Hackman and Oldhams (1980), Lawler III, Nadler and Cammann(1980), Sengupta(1985), Srinivas (1994), Gani and Ahmad (1995), Saklani (2003) and Kumar and Premchand (2010).The reservoir of literature on job satisfaction is graced with the work of Herzberg, Mausner and Snyderman (1959) Adam (1965), Locke (1969), Uppal, Dubeyet.al(1989), Ganguli (1994) and Varkkey & Korde, (2013). Some of the researchers have explored the relationship with any two of the above mentioned variables chosen by the researcher like Sinha .P(1982), Richardson and Burke (1991), Lehal.R (2007), Sen Kakoli (2008) etc. Though the researcher’s study has taken theoretical inputs to understand the layout the problem, the present study is unique in following aspects:

- One of the first studies which examined the interrelationship between Organisational Role Stress, Quality of Work Life and job satisfaction with a social work perspective.

- A model study focusing exclusively on women executives spread across Information technology, Information technology enabled services, manufacturing and service sector companies.

- The period of study is worth noting as it was post recession (2012) and hence some effect of recession and its impact on women employees as well as organizations were reflected.
• A diagnostic study on the antecedents of role stress, correlates of Quality of work life and determinants of job satisfaction.

• An evaluative study of the existing measures adopted by the organizations and individual employees to evade stress.

• An intervention based study which proposes a model for Social work intervention to nullify the effects of stress and enhance job satisfaction and quality of work life.

• Chennai as the field of study is ideal as it has a substantial proportion of women work force in the sectors covered in the study.

The above factors depict the uniqueness of the study. Further the objectives of the study concentrated on assessing the demographic layout of the respondents dividing into personal and work profile of the samples. An attempt was made to ascertain the level of Organisational role stress, quality of work life and job satisfaction across sectors. Further, the prominent stressors based on the sector were identified so that customized strategies can be devised to deal with the stressor based on the sectoral demands. An understanding of the existing measures on management of stress by the organizations was ascertained and the prominent symptoms of organizational role stress were recorded. This would help in disseminating awareness on the impact of the stress not only on the body, but also on the mental health as well. The hurdles in the career path of women were also unearthed in the current study.

After having discussed the main findings in this chapter, the researcher will present the recommendations and social work intervention model in the concluding chapter.